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A New Antecedent of Career Commitment: Work to Family Positive Enhancement

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Abstract

The importance of intellectual capital as an element of human capital motivates organizations to search the elements of work - life balance that employees consider important. For this purpose, considering career management as one of the human resources management tools, employees' commitment to their careers can be expressed as a factor that may be examined in retention. Employees committed to their career perform higher than others are not committed to their career. Therefore studying career commitment premises in work – family balance can be considered as an original subject for organizational researchers. In this research, positive synergy from work to family is studied as one of the premises of career commitment. Positive effect from work to family is studied with 2 variables: work to family enrichment and work to family positive spillover. According to findings, identity dimension of career commitment is influenced by the affect dimension and capital dimension of enrichment and by the affect dimension of positive spillover. The variance in the dimension of planning and resilience can be explained by the change in the level of spillover with negative direction.

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1. Introduction

Employee's commitment to career is an important factor that should be taken into consideration by organizations. It can be said that employees highly committed to their career become more successful and express higher organizational performance. In the literature there are various studies investigated the importance of career commitment (Blau, 1988; Colarelli and Bishop, 1990; Carson and Bedeian, 1994; Noordin et.al., 2008). With the emergence of open system approach in modern organization theory, both factors inside and outside the organization have been evaluated as environmental factors. This approach has changed the employees' perspective on organizational management. Theory

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states that people are parts of the organizations and their social life is in a relationship with the life at work. People are affected from organizations with the social aspect of the human beings and this affects significantly their work life which constitutes an indispensable part of people's natural life (Özdevecioğlu and Aktaş, 2007).

Employees and organizations are in search of defining mutual expectations and they rebuild the psychological contract established between them over time. Therefore employees' commitment shifts from organizational level to career level. When the effects of socio-cultural, demographic and economic factors on this situation are taken into consideration, the importance of career commitment increases significantly (Blau 1999). With the effect of this rapid change, employees can feel more insecure in their current jobs (Blau 2001, İbrahimoglu and Aydınçelebi, 2013, Özdevecioğlu and Aktaş, 2007, Otluoğlu, 2014).

Almost the main objective of all employees can be stated as to achieve success in their careers. Considering the great importance of people's works and careers in their lives, the importance of both organizational and outside factors on employees' career commitment increases more and more. Organizations want to retain employees successful in their careers. Considering the higher career commitments of successful employees, career commitment can be assessed as an objective and a tool encouraged by the organizations. Intellectual capital is one of the most important factors that provide competitive value in the organizational environment. Therefore, in order to achieve intellectual capital retention, thinking about the organizational factors that provide career commitment for employees attracts the attention of organizational researchers and practitioners.

Individuals define "work" as one of the most important factors related to organization in their career path. In the organizational environment, increasing workloads due to the increasing competitive conditions will create pressure with its various aspects. Increasing workload, in its simplest form, will create an increase in overtime work and will create difficulties for employees to achieve work – life balance. Depending on the nature of the work, other problems (insufficient number of employees, lack of technical equipment to meet new demands of the workload increases, etc.) stem from organizational politics and human resource management applications will trigger work – life conflicts people will experience. Additionally, organizational parameters related to work such as role ambiguity and conflict related to roles and job descriptions undertaken in the organizations, going beyond the expectations of the formal job description, increased roles due to the projects carried out with the organizational transition to simple hierarchical structure, work stress, degree of participation in decisions, granted autonomy at work and interdependency at work significantly affect the degree of the work - life conflict that individuals encounter (Greenhaus and Beutell, 1985; Ashforth et.al, 2000; İbrahimoglu and Aydınçelebi, 2013, Otluoğlu, 2014). These organizational difficulties can lead to flexibility and changes in the individual career paths of individuals. In a similar thinking, positive dispersion from work life to family life can increase career commitment planned by the employees in the work context.

In this study, the effect of the positive dispersion from work life to family life on employees' career commitment is investigated.

2. Literature Review And Hypotheses

2.1. Career Commitment

Career is all the experience gained from professional studies and behaviors throughout the life of an individual (Güney, 2004). Career commitment can be defined as an attitude towards the career of an individual (Arthur et.al., 1989) or as psychological responses of individuals to their professional careers. According to Hall (1971), career commitment is an individual's motivational power and stable manner in a profession to fulfill the preferred career role. Career commitment is determining the individual's career goals, integration with these career goals and identifies itself with these career goals (Colarelli and Bishop, 1990). In other words, career commitment is a sign for insisting on achieving the individual's career goals (Ellemers et.al 1998).

Individuals committed to their careers concern with their careers regardless of the working conditions and colleagues even their organizations. Of course as a whole they can have a career commitment related to their organizations. Even though dissatisfaction with the organization is high, individuals may decide to continue to work in this organization due to their career. Individuals with high career commitment are motivated with their career expectations and goals (Collarelli and Bishop, 1990; Mueller et.al., 1992). Individuals career commitment do not necessitate organizational commitment (Mellor et.al., 2001).

Individuals' career commitment can be explained with three reasons: 1- Career is related to the future of the individual, so with the individual vision career commitment can be established. 2- Career is a development indicator for the individual title and status, so it is a status symbol. Individuals use this symbol in their lives outside the

organizations. 3- Career commitment indicates a level in which forms one of the motivational factors, the need for achievement power takes shape on individuals. Career commitment becomes important for people who have high level of this motivational factor (Özdevecioğlu and Aktaş, 2007).

Career commitment is positively correlated with the reluctance to leave the individual's career. Although generally organizational or work commitment is in relation with the tendency to leave the work, career commitment is an overall commitment to a particular profession. In this context, career commitment can be seen in two ways. First one is the local commitment in which individuals devote themselves to an organization or a group and show less tendency to leave their works. Second one is the cosmopolitan commitment in which external references such as vocational organizations are used and organizational commitment is low. People who have this kind of high career commitment have higher tendency to leave their work (Blau 1985; Carson et.al. 1996). According to researchers, organizational commitment is more related to organizational loyalty and career commitment is more related to high effort and performance (Otluoğlu, 2014; İbrahimoglu and Aydınçelebi, 2013). Career commitment is separated from organizational commitment in three ways. Career commitment refers to cumulative investment and the cost in terms of individuals. Emotional commitment to career exists. It is a feeling of a necessity for staying in the individual workspace (Kidd and Green, 2004). Accordingly it is stated that people who are committed to their careers make more investment in their career development. (Noordin et.al., 2002). Cheng and Ho (2001), revealed that career commitment increase learning motivation and influence the transfer of training in a positive way. Similarly, Ellemers et.al. (1998) revealed that career commitment increase the willingness to participate in trainings. High performance is expected to result in higher wages, promotion and status (Otluoğlu, 2014; İbrahimoglu and Aydınçelebi, 2013). For this reason, supporting employees in order to develop a career commitment has become an important requirement for organizations.

It is revealed that people with high career commitment also have high career satisfaction (Carson et.al., 1999). It is demonstrated that people with high career commitment are willing to make important investments for their careers and for this cause they can take the chance of many sacrifices (Cheng and Ho, 2001). It is also understood that to achieve career goals individuals committed to their career will put more effort than others in order to overcome many difficulties and challenges (Özdevecioğlu and Aktaş, 2007). It is claimed that individuals committed to their career set themselves challenging career goals they do not give up even they face with difficulties in achieving these goals (Colarelli and Bishop, 1990). It can be stated that putting more effort and insisting on achieving the goals lead to higher performance (Otluoğlu, 2014).

Individuals committed highly to their careers show higher career success when compared to others not committed to their careers (Carson et.al., 1999). When literature is reviewed it can be understood that career success can be explained traditionally with the objective indicators such as wage, promotion and status (Ng et.al, 2005). It is observed that highly paid, quickly promoted and high status people are considered as successful in their careers in the eyes of society and also observed that employees highlighted the subjective assessments of their careers (Sturges, 1999). Actually this emphasis is an assessment made by employees about their career commitment.

Carson and Bederan (1994) suggest a three dimensional model for career commitment depending on the studies of Blau (1985), Greenhaus (1971), Hall (1971), London (1983). The first dimension is career identity and it represents an individual's close emotional relationship established with his career. The second dimension is career planning and it represents identifying the development needs of an individual and determining career goals. The third dimension is career resilience that is the resistance showed by an individual in a negative situation in order not to deviate from his career (Kidd and Green, 2006)

Today, it is observed that employees work in an uncertain, unpredictable, and partly job insecure situations (McArdle et.al., 2007). Accordingly, it is noticeable that the expectations of individuals related to maintaining their work life in a single organization disappeared and also noticeable that remaining in employment by means of changing the organization becomes widespread (Arthur and Rousseau, 1996). People are aware of that they cannot remain in their current organization throughout their working life (Dries et.al., 2008; Kuijpers et.al, 2006) and this make them to rely on their career rather than organizations. Thus, this thinking increases the importance of career commitment (Noordin, et.al, 2002).

2.2. Work to Life Positive Enhancement as Antecedent of Career Commitment

Socio-economic changes, increased migration, demographic changes, solid competitive conditions, and technological changes observed in the labor force affect significantly employees' employment in the labor market. The emergence of new businesses, fundamental changes in the structure and content of the current businesses and

difficulties in having a job are only some of the indicators of organizational environment dynamics in which we live together. These situations that lead to frustration and fatigue in the career development of employees direct an employee to make a reluctant, compulsory choice away from their career choices (Carson et.al. 1996). In this context, organizations that work is performed become significantly important in the career path of an individual related his work. Additionally, lean organization models, restructuring processes of businesses and employees' adaption to new formal job descriptions by means of the spread of project type businesses can change significantly employees' career paths described by themselves for these organizations. Therefore the psychological contract between employees and organizations can change rapidly in a such dynamic structure and an employee can seek a new organization where s/he can use his/her professional competence in order to achieve individual objectives. (Carson et.al 1995; İbrahimoglu and Aydınçelebi, 2013; Otluoğlu, 2014).

In the literature, there are some researches related to the ties established between employees and their careers and how these are affected from organizations and how these change organizational variables that measured in the individual level. It is showed that there are significant relationships among organizational outcomes such as employees' career commitment and job satisfaction, turnover rate and performance. Fear of redundancy, job fit, job involvement, and organizational commitment, the need for achievement, work ethic, job satisfaction, and family life are the main factors affecting career commitment. Employees more prefer long term career plans rather than making contracts to work lifetime in a single organization and using traditional career paths. Therefore employees can achieve higher adaptation level at work where they perform the career they desire. On the other hand the employee's belief in the mission of the organization, tendency to remain in the organization, effort in favor of the organization and shortly organizational commitment can positively affect career commitment. Involving behavior at work, the degree of being satisfied, improved ethical attitudes towards work and occupational proficiency and the need for achievement are also effective on career commitment (Goulet and Singh 2002; İbrahimoglu and Aydınçelebi, 2013; Otluoğlu, 2014).

It is assumed that people committed to their career have high life satisfaction. A positive synergy from work to home enable them to take more pleasure in life and increase the commitment level to their careers which they planned themselves. Because it is thought that high level commitment of an individual provide high level business performance and this will indirectly increase life satisfaction (Özdevcioğlu and Aktaş, 2007). For this reason, positive effect of the working environment of an organization can change employees' career commitments.

The effect from work life to private life has become a recently studied area of organizational behavior literature as well as work/life balance (Frone et.al, 1992; Greenhaus and Beutell, 1985; Netemeyer et.al, 1996, work/life conflict (Dubrin, 1997; Greenhouse et.al., 2003), work-family enhancement (Ruderman et.al,2002), work-family positive spillover (Hanson et.al, 2006), work-family enrichment (Greenhaus and Powell, 2006), work-family facilitation (Frone, 2003) are used as the dimensions of this area (Masuda, et.al., 2011). Work/life balance and work/life conflict are observed as relatively more studied variables. In this study, work to enrichment and work to family positive spillover are selected as the independent variables that emphasize the positive effect from work life to family life.

Edwards and Rothbard (2000) define work/family positive spillover as the transition of positively developed emotions, skills, behaviors and values from their natural environment to other areas and therefore the transferring area has positive effects. On the other hand work-family enrichment is the degree of increase in the life quality in one role by means of the experiences gained in another role (Masuda, et.al., 2011).

In a statement, Wayne (2009) provides a theoretical framework about the conceptual distinction between enrichment and positive spillover. Positive spillover occurs when an individual transfer his/her experiences from one area to another area. Especially she emphasizes the positive effect from which other spouse will benefit. For work - family enrichment, individuals must successfully apply their gains in another area. Therefore skills developed with a wide variety of roles at work bring a high quality in family life with it. For the emergence of enrichment it is not enough for an individual just to experience the benefits of the resources from one area to another, also the perception of improving the life performance and quality as a result of transferred resources is needed (Masuda, et.al., 2011).

Greenhaus and Powel (2006) explain the direct (instrumental way) and indirect (emotional way) ways of how attained resources in one role affect the performance in other role in five categories. These resources are skills and perspective (interpersonal skills, ability to deal with the problem, respecting individual differences), psychological and physical resources (self-efficacy, positive perspective, courage), social capital (building relationships, knowledge acquisition), flexibility (flexible working arrangements) and material resources (money, prize). Two scale developed to measure these dimensions in instrumental and emotional ways are belong to Hanson et.al (2006) and Carlson (2006). Carlson (2006) proposed three dimensions to measure enrichment: development (skills, knowledge, behavior), emotions (positive emotional state or attitude) and material (safety, security). Hanson (2006) defined emotions, behaviors and value dimensions to measure positive spillover (Masuda, et.al., 2011).

Considering the dimensions of the two conceptual statements for positive dispersion from work life to family life, it is expected that these two concepts can positively affect career commitment.

Depending on the conceptual framework and research results two hypotheses are suggested for this study:

H1: Work to life enrichment positively affects employees' career commitment.

H2: Work to life positive spillover positively affects employees' career commitment.

3. Methodology

3.1. Sampling

Sampling is selected from different kinds of firms. 16 selected companies operate in both production and service sector. They are production of rubber, fuel oil, food, furniture, glass, medicine, building-construction, shoe and service of packaging, human resource consultancy, individual pension. 257 employees from these companies are selected via convenience sampling. All employees are white-collar and have higher education than lycee.

3.2. Data Collection and Instruments

Cross sectional design is carried out for the analysis. . To test the hypotheses, a field survey using questionnaires is conducted. 6 item-likert type scale (from strongly disagree to strongly agree) is utilized for obtaining data from participants.

Demographic properties of each participant are measured for gender, age, education level, organizational tenure, total job-tenure, job tenure in organization, tenure for supervisor-subordinate through nominal and ordinal measurement level.

Work to family enrichment: This variable is measured by Work to Family Enrichment Scale developed by Carlson et. al (2006). The scale consists of 9 items. Three dimensions of work to family enrichment scale are development, affect, and capital. Each dimension consists of 3 items. 2 out of 3 items for capital sub-dimension is utilized. The items were translated to Turkish and tested for conceptual equivalence by researchers.

Work to family positive spillover : This variable is measured by Work to Positive Spillover Scale developed by Hanson et. al (2006). The scale consists of 11 items. Three dimensions of work to family positive spillover scale are affect, behavioral, and value. Sub-dimensions of affect and behavioral consist of 4 items, value subscale is formed through 3 items. The items were translated to Turkish and tested for conceptual equivalence by researchers.

Career Commitment: Career commitment is measured by using the twelve-item scale developed by Carson and Bedeian (1994). The scale consists of three dimensions: identity, planning, resilience. Each dimension are formed with 4 items. Carson and Bedeian report that the coefficient alpha reliabilities for the three dimensions ranged from 0.79 to 0.85. They used 7 item-likert scale for measuring. Some items are reverse-coded. The items were translated to Turkish and tested for conceptual equivalence by researchers.

Data is analyzed through the SPSS.22 statistical packet program. Proposed relationships are tested via pearson correlation and linear regression. Multicollinearity is also tested through VIF, Tolerance and CI Index. Reliability for scales is tested via cronbach alpha internal consistency coefficient. Construct validity and face validity are utilized for testing validity of scales.

4. Analysis and Results

4.1. Demographic Data

48 % of participants is in the age of 20-30, 35 % of them is in the age of 30-40. 55 % of employees is male, 62,7 % of participants has undergraduate education. Organizational tenure is between 1 and 5 years for most employees (35 %). 52,1 % of individuals has total tenure of 1-10 years. 41,4 % of participants has tenure for job in that organization. 59,6 % of all is not supervisor or manager. Most of the employees (42,6) have the tenure of 1-5 years in relation for supervisor-subordinate

4.2. Descriptive Statistics

Mean and standard deviations for variables are shown at Table 1.

Table 1: Descriptive Values for Variables

Variable	Mean	Standard deviation
Work to family enrichment	4.20	1.15
Work to family positive spillover	4.27	0.98
Career commitment	3.87	1.12

4.3. Reliability and Validity of Scales

Two management scholars investigate the items for suitability of scales in order to test face validity. Construct validity is used for diagnosing factor analysis. Varimax Rotated, Principle Component Analysis is utilized in the analysis. The items that have eigenvalue higher than 1 and loaded by the value of 0,5 or higher on the one factor are considered. Factor structure and internal reliability coefficients for work-to-family enrichment scale, work-to family positive spillover, and career commitment scale are shown at Table 2, 3, and 4, respectively.

Table 2: Exploratory Factor Analysis for Work to Family Enrichment Scale

Factor	Items	Factor load	Explained variance (%)
Development	Helps me to understand different viewpoints and this helps me be a better family member	0.867	47.448
	Helps me to gain knowledge and this helps me be a better family member	0.879	
	Helps me acquire skills and this helps me be a better family member	0.793	
Affect and Capital	Puts me in a good mood and this helps me be a better family member	0.808	32.832
	Makes me feel happy and this helps me be a better family member	0.891	
	Makes me cheerful and this helps me be a better family member	0.830	
	Helps me feel personally fulfilled and this helps me be a better family member	0.813	
	Provides me with a sense of accomplishment and this helps me be a better family member	0.818	
Total			80.280
Cronbach alpha			0.930
Kaiser-Meyer-Olkin Test			0,895
Bartlett's Test		df 28	
		Sig. 0,00	

The items in the dimensions of affect and capital are loaded to one factor, together.

Table 3: Exploratory Factor Analysis for Work to Family Positive Spillover Scale

Factor	Items	Factor load	Explained variance (%)
Affect	When things are going well at work, my outlook regarding family life is improved.	0.799	39.502
	Being in a positive mood at work helps me to be in a positive mood at home	0.874	
	Being happy at work improves my spirits at home.	0.873	
	Having a good day at work allows me to be optimistic with my family.	0.843	

Behavioral and Value	Skills developed at work help me in my family life.	0.650	32.239
	Successfully performing tasks at work helps me to more effectively accomplish family tasks	0.681	
	Behaviors required by my job lead to behaviors that assist me in my family life.	0.812	
	Carrying out my family responsibilities is made easier by using behaviors performed at work	0.794	
	Values developed at work make me a better family member.	0.759	
	I apply the principles of my workplace values in family situations	0.807	
	Values that I learn through my work experiences assist me in fulfilling my family responsibilities	0.837	
Total			71.742
Cronbach alpha			0.924
Kaiser-Meyer-Olkin Test			0,921
Bartlett's Test		df 55	
			Sig. 0,00

The items in the dimensions of behavioral and value are loaded to one factor, together.

Table 4: Exploratory Factor Analysis for Career Commitment Scale

Factor	Items	Factor load	Explained variance (%)
Identify	My line of work/career field is an important part of who I am	0.863	21.516
	This line of work/career field has a great deal of personal meaning to me	0.886	
	I strongly identify with my chosen line of work/career field	0.739	
Planning	I do not have a strategy for achieving my goals in this line of work/career field (r)	0.798	19.117
	I do not identify specific goals for my development in this line of work/career field (r)	0.855	
	I do not often think about my personal development in this line of work/ career field (r)	0.687	
Resilience	Considering my position, I don't feel attached to my line of work/career field, emotionally (r)	0.516	18.171
	The costs associated with my line of work/career field sometimes seems too great (r)	0.596	
	Given the problems I encounter in this line of work/career field, I sometimes wonder if I get enough out of it (r)	0.693	
	Given the problems in this line of work/career field, I sometimes wonder if the personal burden is worth it (r)	0.716	
	The discomforts associated with my line of work/career field sometimes seems too great (r)	0.749	
Total			58.804
Cronbach alpha			0.712
Kaiser-Meyer-Olkin Test			0,751
Bartlett's Test		df 66	
			Sig. 0,00

The 2nd item in planning is loaded on more than one factor with the difference score of lower than 0.1. Therefore, this item is removed from the analysis. Besides, 3rd item in identity subscale is loaded under the subscale of resilience.

4.4. Relationships Between Variables

Correlation values between variables are shown at Table 5

Table 5 : Correlation Values

	Work to family enrichment (develop)	Work to family enrichment (affect+capital)	Work to family positive spillover (affect)	Work to family positive spillover (behavior+value)	Career comm. (identity)	Career comm. (plan)	Career comm. (resilienc)
Work to family enrichment (develop)	1						
Work to family enrichment (affect+capital)	.657 **	1					
Work to family positive spillover (affect)	.502 **	.524**	1				
Work to family positive spillover (behavior+value)	.595 *	.636**	.587**	1			
Career comm. (identity)	.330 **	.435**	.377**	.359**	1		
Career comm. (plan)	.141*	0.94	.024	-.096	.234**	1	
Career comm. (resilienc)	-.049	-0.106	-.180**	-.207**	-.168**	.313**	1

**Correlations are significant at 0,01 level.

* Correlations are significant at 0,05 level.

The highest level relationship is between develop and affect+capital (work to family enrichment).

The effects of work to family enrichment and work to family positive spillover (independent variables) on the dimensions of career commitment (dependent variable) are shown at Table 6, 7, and 8.

Table 6: Effects on the Identity (Career Commitment)

Dependent variable	Career commitment (identity)		
Independent variables	Standard Beta	T	P
Work to family enrichment (develop)	-.014	-.172	.864
Work to family enrichment (affect, capital)	.278	3.266	.001
Work to family positive spillover (affect)	.227	3.070	.002
Work to family positive spillover (behavioral, value)	.088	1.072	.285
R²: 0,248		Adj. R²:	0,234
F : 18.505		Significance:	0,00

The affect, capital dimension of work to family enrichment and the affect dimension of work to family positive spillover explain 24,8 % of variance in the identity dimension of career commitment with positive direction.

Table 7: Effects on the Planning (Career Commitment)

Dependent variable	Career commitment (planning)		
Independent variables	Standard Beta	T	P
Work to family enrichment (develop)	.229	2.514	.013
Work to family enrichment (affect, capital)	.097	1.024	.307
Work to family positive spillover (affect)	.061	.736	.463
Work to family positive spillover (behavioral, value)	-.299	-3.280	.001
R²: 0,067		Adj. R²:	0,051
F : 4.032		Significance:	0,004

The develop dimension of work to family enrichment and the behavioral, value dimension of work to family positive spillover explain only 6.7 % of variance in the planning dimension of career commitment. The effect of enrichment display positive direction, but negative is for positive spillover.

Table 8: Effects on the Resilience (Career Commitment)

Dependent variable	Career commitment (resilience)		
	Standard Beta	T	P
Independent variables			
Work to family enrichment (develop)	.135	1.476	.141
Work to family enrichment (affect, capital)	-.006	-.059	.953
Work to family positive spillover (affect)	-.120	-1.459	.146
Work to family positive spillover (behavioral, value)	-.224	-2.442	.015
R²: 0,063		Adj. R²:	0,046
F : 3.753		Significance: 0,006	

The behavioral, value dimension of work to family positive spillover explain only 6.3 % of variance in the resilience dimension of career commitment with negative direction.

5. Conclusion

According to findings, both H1 and H2 hypotheses are partially supported. The most influenced dimension of career commitment is identity. Developing meaningful career identity for employees is affected by positive mood from work to family and psycho-social resources such as a sense of security, confidence, accomplishment, or self-fulfillment (enrichment) and positive emotion (spillover) to family that helps the individual be a better family member. That is to say, positive emotional state is dominant for developing career identity. Skill, behavior, and knowledge transferred from work to family influence the dimension of career planning. These competencies gained in organizational context positively increase the function adopted in family life. Therefore, the individuals can make decision about their career planning with the light of these competencies more easily. Habits and value-based resources reflected from work to family can influence the career planning of employees in relatively little level, negatively. Negative effect can be explained through the reason of work/life conflict that individuals don't want to face between two domains. These behavior-based attainments and value-based attainments can influence the individuals' resistance in order not to deviate from career planning in minimal level. Conceptually, the enrichment has wide-scope definition more than spillover. Spillover highlights being influenced of other partner in family role much more. Participants don't desire that the roles related to partner are affected by organization. (Stoddard and Madsen, 2007; Wayne, 2009; Carlson et. al., 2006; Hanson et. al., 2006; Masuda, et. al, 2011; Bakker and Demerouti, 2012). Özdevecioğlu and Aktas (2007) reported that career commitment has negative effect on work/life conflict and positive effect on life satisfaction. Kidd and Green (2006) found positive relation for career planning with continuance organizational commitment and opportunity for autonomy. It can expressed that autonomy limit the spillover from work to family. Therefore, high levels of spillover in terms of behavior-based and value-based resources may not lead the planning and resilience of career commitment in high levels. Missing of family-friendly organizational policies such as flexible time, compressed work week, telecommuting, part-time work, on-site child-care center, subsidized local child-care, child-care information/referral services, paid maternity leave, paid paternity leave, and elder care can be another reason for behavior-based and value-based spillover with career planning and career resilience. Work/family enrichment has positive relationship between individual psychological health (Stoddard and Madsen, 2007). Positive relationships for both dimensions of work to family enrichment are reported in this research.

Increasing sample size in other sectors is essential for generalizing proposed relationships. Career plateau for employees can be considered in terms of age, organizational tenure, total job tenure, and job tenure in that firm for further study. Being workaholic can change the proposed relationships as moderated variable.

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